

ANNEX E: PERSONNEL

Introduction

With our Army committed at war and transforming for the future, manning the force is vital to ensuring our Army possesses the joint and expeditionary capabilities needed to win our nation's wars. Having the right quality and quantity of personnel (Soldiers, Army civilians and contractors) at the right place and right time continues to be the essential task our personnel system must accomplish. In concert with other modernization efforts, our focus remains on Personnel Transformation (PT), fielding an Army Modular Force and sustaining the all-volunteer force.

Personnel Transformation

The Personnel Transformation initiative fundamentally changes the way the Army manages its manpower (forces and structure) and personnel (active and reserve components (AC/RC)), families, veterans, retirees, Department of the Army (DA) civilians and contractors). It includes the transformation of manpower and personnel programs, policies,

processes and systems associated with each of the eight personnel lifecycle functions that comprise the personnel system of the Army.

Personnel Transformation focuses on improving the process flow of how we acquire, distribute, develop, deploy, compensate, sustain and structure all categories of personnel in all components. It requires changes in how we organize, equip, train and employ our personnel, units/agencies and systems on the battlefield, as well as in garrison. PT seeks to improve the speed and quality of human resources (HR) support to Soldiers on the battlefield, while streamlining the personnel/unit footprint in the battlespace. Much of the HR services and support will be accomplished through the Defense Integrated Military Human Resources System (DIMHRS) and other integrated HR systems.

The Enterprise Approach

Enterprise architectures facilitate change and foster a culture of innovation by clearly linking the information technology (IT) solutions

of an organization with its operational needs. Personnel Services Delivery Redesign (PSDR) is the basis for the operational portion of the Army HR community's enterprise architecture, and there is a three-pronged approach to aligning technical solutions to meet the operational needs. First, implementation of an enterprise-wide person-

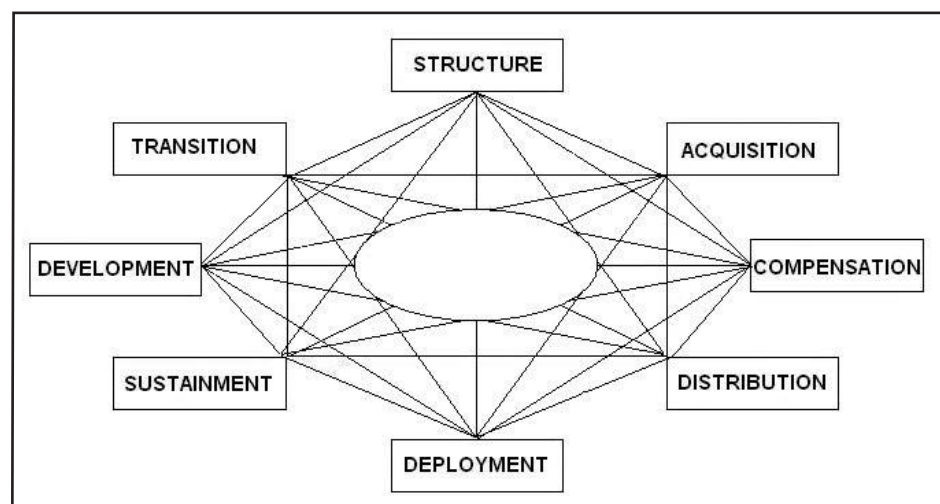


Figure E-1. Personnel Proponent Life Cycle

nel and pay system will provide a single, authoritative data source and application for the majority of HR services. This will centralize and simplify the personnel community's IT solutions, enhance responsiveness and improve data accuracy. Second, a Services-oriented Architecture (SOA) will integrate the enterprise application with other battlefield services such as postal operations; morale, welfare and recreation (MWR) services; casualty operations; personnel accounting and strength reporting; replacement operations and other capabilities to provide the full-spectrum support system the Army's future force requires. Third, optimizing the remaining portions of the existing environment through legacy system modernization, migration or shutdown will enable a modern, comprehensive suite of services for the commander and Soldier to gain near real-time knowledge with 24/7-accessibility.

Personnel Services Delivery Redesign (PSDR)

PSDR provides the construct to provide end-to-end personnel services to Soldiers and supports the Army's modular transformation by maximizing the capabilities of enhanced personnel IT and bandwidth capabilities. PSDR aggressively applies the lessons learned from Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF), mostly centered on the need for connectivity, and appropriate equipping and manning of HR units/organizations. This redesign addresses the loss of personnel support battalion (PSB)/ Soldier support battalion (SSB) structure by migrating tasks to battalion and brigade S1 sections resourced with HR professionals in adequate numbers and critical equipment to accomplish expanded requirements, enabling them to bridge directly to the appropriate CONUS-based HR professionals to accomplish personnel services tasks. PSDR also

provides new theater-level Adjutant General (AG) units for casualty reporting, postal operations, and reception, return to duty, rest and recuperation, replacement and redeployment. The Army G-3 is directing a four-phase implementation plan with the completion of redesign for all components by FY08. Implementation is synchronized with the Army Modular Force Plan, deployments, Army Campaign Plan, Integrated Global Presence and Basing Strategy (IGPBS), Installation Management Agency (IMA) and Force Stabilization.

Defense Integrated Military Human Resources System (DIMHRS (Pers/Pay))

The Army is in the forefront of the DOD effort to develop the congressionally mandated DIMHRS. DIMHRS will provide a single, unclassified, integrated military personnel and pay management system for all DOD military personnel during peace, war and mobilization/demobilization. For each service member, DIMHRS creates a single record of service for his or her entire career, regardless of career status, ensuring accurate and timely access to information for all authorized users, including the service member. The Army will be the first Service to field DIMHRS.

Army Enterprise Human Resources System (Army eHRS)

The Army's human resources community will address those processes and capabilities DIMHRS does not fulfill by developing and implementing additional compatible modules of PeopleSoft products. To bridge the gap between the functionality our legacy systems provide and future HR systems, the Army will leverage available technology, implement improvements to enhance capability, prepare customers for change, and position intermediate personnel systems for integration and/or subsumption. Much progress to date has

been achieved in the current high operating tempo (OPTEMPO) environment without external funding and limited manpower, but can only continue with additional resources and personnel who have functional and/or technical expertise in developing and fielding large commercial off-the-shelf (COTS) HR systems. Training HR professionals and specialists to operate in the new environment will be done in cooperation with the DIMHRS effort at the higher levels, but the Army will be solely responsible for training the Army HR community through classrooms and labs as well as self-paced online classes.

eMILPO

The eMILPO application continues to serve as the Army personnel community's premier tool for personnel accounting and services. As a web-based application, it has modernized many personnel processes. Through the DataStore query tool, units and personnel specialists have ready access to information that previously was limited and cumbersome to obtain. The design of the software also enables greater flexibility in modifying the application to meet the changing needs of our Army at war. Since fielding on 1 August 2003, eMILPO continues to adapt to the critical needs of commanders and Soldiers fighting the global war on terrorism by providing a personnel system that delivers relevant and ready capabilities. In addition, eMILPO supports Army transformation and the impending transition into the DIMHRS (Pers/Pay). Continued funding for this program is essential for eMILPO to mitigate risks associated with the DIMHRS fielding schedule, as well as support changes needed within eMILPO through engineering change proposals (ECPs) needed for improvement of command-level visibility of deployment restrictions, promotions, mobilization, interface establishment and Soldier

support issues needed to support critical, near-term, wartime requirements, etc.

Forms Content Management Program (First Form Electronic Evaluations)

The goal of the Army Publishing Directorate is to replace the Army's existing electronic form programs with a standard, intuitive, easy-to-use, Army-wide, electronic forms solution available as part of Army Knowledge Online (AKO). This new program will increase interoperability across the Army in addition to reducing development and sustainment costs associated with electronic forms management. The program's capabilities will include electronic signatures, document routing, work flow and content management. Military evaluation and military award forms are the first fully functional forms with other documents scheduled for phased implementation. Beginning in the second quarter of Fiscal Year 2006 (FY06), the AKO forms page will allow users to easily route forms between dispersed locations and monitor management controls tracking metrics for process performance.

Deployed Theater Accountability Software (DTAS)

The DTAS application is being developed to serve as a strength accounting tool with classified processing capabilities compatible and complementary to eMILPO. DTAS provides near real-time personnel asset visibility of deployed Soldiers at all echelons by enabling deployed commanders/human resource managers to account daily for personnel by name/SSN, unit and location. The software provides a number of firsts for the Army personnel community as it provides disconnected-operations capability updated through the Secret Internet Protocol Router Network (SIPRNET). When communication is available, the software provides users the

capability to track all categories of personnel in a deployed theater (to include all military services, civilian government, civilian contractor, civilian nongovernmental organization, and coalition forces), meets the Office of the Secretary of Defense (OSD) medical surveillance guidance, and tracks personnel deployment date histories. This software enhances senior leader decision-making capability at the tactical- through strategic-levels by providing a concise, common operational picture of deployed forces. Also, the software can be compatible and provide complementary capability to DIMHRS. Additional funding for this program will increase overall productivity by providing fully integrated strength management capability for better responsiveness in replacement operations and fully integrated deployment manifesting capability to reduce separate systems and improve data reliability.

Army System of Systems Architecture (SOSA) Database

The SOSA is the Army's personnel system database. By direction of the Secretary of the Army and the Army Chief of Staff, in Army Knowledge Management (AKM) Memo #3, all manpower and personnel systems must be registered in the SOSA. It provides an accountability of and tracks detailed information about Army HR programs, systems, models, reports, extracts and databases maintained within the Army HR community. SOSA is a repository that contains current information on all Army G-1 information systems. It contains vital system information such as personnel system descriptions; the proponent's administrative information (name, address, telephone number, etc.); system interfaces; Federal Information Security Management Act (FISMA) data requirements; Business Management Moderation Program (BMMP) data requirements; and other important func-

tional and technical information necessary for supporting system development for Army and DOD developers. This repository of information is accessible via the Internet (<https://www.armyhr.hoffman.army.mil>) with a preapproved password. The SOSA is a tool that will help facilitate a smooth migration from legacy systems to DIMHRS and other functional development efforts. Information contained in SOSA is transferred into the Army Portfolio Management System (APMS)/Army Information Technology Register (AITS).

Army Portfolio Management Solution (APMS)

The APMS addresses the portfolio management requirements specified in the Clinger-Cohen Act of 1996. APMS is a decision-support tool comprised of four modules: the Army Information Technology Registry (AITS) module, the Domain Certification module, the Capital Planning and Investment Management module and the Capital Planning and Investment Control (CPIC) module. The AITS module will maintain the Army inventory of active IT systems in APMS. Additionally, the module will maintain the inventory of IT systems deleted from the registry for historical reporting and reference purposes. The Domain Certification module supports the process by which every system that spends \$1M or more in a given fiscal year must be certified by the associated DOD Investment Review Board (e.g., Defense Business Systems Management Committee (DBSMC), applicable only to the business mission area). The CPIM Portfolio Rationalization module supports the development of the Army CIO/G-6 IT investment strategy outlined in the Army program plan. The Capital Planning and Investment Management strategy is founded upon the concept of reviewing and evaluating all command, control, communications, and computers (C4)/IT related investments and

establishing a recommended funding priority listing based upon the capabilities that the proposed IT-related investments provide to the Army. The CPIC module will be configured and implemented using the APMS CPIC module solution for the submission of Office of Management and Budget (OMB) 300/53 reporting.

Personnel Transformation Challenges

The Army has over one million military personnel geographically dispersed across seven continents. Soldiers are continually moving both geographically and between components of the Army and duty statuses, entering and exiting the Army and requiring frequent personnel services. The Army currently relies on five major databases and over a hundred different applications, subsystems, reports and queries to manage manpower and personnel services. Many of these databases and subsystems use different data standards and protocols, making modernization and integration difficult and expensive.

A single, integrated military personnel and pay management system is critical; it will allow better tracking of Soldiers from home station through mobilization to the battlefield and back, manage and safeguard sensitive casualty information in a media-rich environment and measure the OPTEMPO of individual Soldiers. Future force Soldiers will train for a more complex warfight. As a result, there will be an ever-increasing need for quality recruits to answer the Call to Duty. The Army will be in sustained competition with the private sector and other governmental agencies to identify and recruit smart and innovative people to sustain our all-volunteer force. After initial training, these Soldiers must sustain learned skills and develop new skills needed to stay current with rapidly changing technology and situations. Likewise, our effort

to retain these highly skilled Soldiers—as they reach decision points on whether to continue their careers in the Army—must continue to achieve the success we enjoy today as competition from the civilian job market, where opportunities abound for their qualifications, will remain keen.

Increased security concerns put multiple demands on our HR assets, requiring valuable time and energy from our units, leaders and Soldiers from other areas of mission accomplishment. Recently added demands of homeland security and defense (such as natural disaster relief efforts) have caused



additional strain on the Army's ability to fund other transformation efforts such as well-being programs, personnel research and career development issues and personnel systems improvements. The Army personnel community continues to improve data quality, reduce redundant manual input of common data elements and eliminate manpower intensive analysis of raw information. These improvements—complemented with efficiencies realized from the enterprise approach to Army HR systems; business process reengineering; leveraged web technology; data cleansing; and preparing for a multicomponent, joint, DOD pay and personnel system—will improve strategic responsiveness, enable Army

transformation, enhance personnel services and provide reach capability, thus enabling reductions in redundant layers of personnel staff on the battlefield.

Additionally, the Army is currently restructuring through three major initiatives: Base Realignment and Closure (BRAC), IGPBS and Army Modular Force (AMF). BRAC will divest the Army of unnecessary installation infrastructure and will use the resultant savings to improve the fighting capabilities and quality of life for military forces. IGPBS will restation about 70,000 Soldiers from bases in Europe and Korea back to the United States. The BRAC and IGPBS initiatives will aid the Army as it transitions from a division-centric force to a brigade-centric force under AMF. As the Army progresses through these major reorganization efforts, the personnel community must ensure that units and organizations are staffed with the right mix of Soldiers and DA civilians to accomplish their missions.

Strength Management System Redesign (SMSR)

The fielding of the Enlisted Specialty (ES) model in mid-FY05 marks the completion of the SMSR effort, a multi-year effort to build a new Army strength analysis and forecasting system for the Army G-1 and all stakeholders. The suite of new models, collectively known as the Active Army Strength Forecaster (A2SF), uses the latest algorithms, processors, databases and telecommunications to form a state-of-the-art strength management and forecasting system. Among the numerous improvements, this new system increases flexibility in modeling manpower policies and programs, provides greater accessibility through web-based technology, improves projection accuracy, and reduces operation and maintenance costs by a half million dollars per year.

Military-to-Civilian Conversions

The Army has embarked on a strategy to convert military positions to civilian as a down payment to build and sustain at least 42 AC Brigade Combat Teams (BCTs). This initiative will enhance Army force capabilities, reduce stress on the current force, enable the transition to a future force and increase agility by creating modular units. Military-to-civilian conversions are a critical part of kick starting the additional brigades for modularity. During the FY06-11 budget planning process, the Army identified nonmilitary essential missions being performed by military personnel. Each operating agency was provided a target number of spaces to convert. The Assistant Secretary of the Army and the Chief of Staff assigned a mission of 15,000 conversions to the major Army commands (MACOMs) and direct reporting activities. Headquarters, Department of the Army (HQDA) approved and funded 7,604 positions for conversion in FY05. As of 29 September 2005, 5,508 positions were filled/committed. The current figure for the number of positions converted from military to civilian that have been filled and committed as of 12 January 2006 is 6,151 including 278 commitments. This represents 73 percent of the combined FY05 and FY06 target of 9,463 positions to be converted. Additional conversions are programmed for the out-years in Defense health programs. We continue to work with the Joint Staff and the OSD for additional conversions in Joint and Defense programs.

Army Civilians

The Army civilian workforce continues to contribute in significant ways to the Army's overall mission accomplishment. Planned enhancements to personnel programs and systems affecting the civilian workforce are captured in four primary strategic objectives:

implementing the National Security Personnel System; planning and forecasting for civilian workforce needs; obtaining and sustaining a supportive and diverse civilian workforce, and providing professional, customer-focused civilian human resource services.

National Security Personnel System (NSPS)

The NSPS is a new, flexible, civilian personnel system that will enable the DOD to become a more competitive and progressive employer at a time when the country's national security demands a more responsive system. NSPS will streamline the hiring process, improve the performance management process, increase flexibility to reassign employees and increase supervisor accountability. There has been significant progress in 2005 in the detailed design and development of NSPS. Army employees participated in a performance factor validation survey. The Army NSPS Campaign Plan was released in August, and the Army NSPS Campaign Plan annexes were released in October. Army training plans and preparation are underway. Train-the-trainer sessions were conducted in October, November and December, with additional sessions scheduled. Training of the HR workforce began in December. Training of supervisors and managers will begin in early 2006. The NSPS final regulations were released to Congress on 26 October 2005 and published in the *Federal Register* on 1 November 2005. On 23 November 2005, the draft implementing issuances were released. They provide details for carrying out HR provisions included in the NSPS regulations. Continuing collaboration with the unions on these provisions began on 1 December 2005.

Online Civilian Personnel Systems



The Army continues in the forefront of initiatives to create a fully automated civilian personnel support system that is web-based, real-time and 24/7-accessible for Civilian Personnel Operations Centers (CPOC), Civilian Personnel Advisory Centers (CPAC), managers, employees and potential employees. With the development of the Army Portal and Army Staffing Suite, the Army has continued to reach these goals. The Army Portal provides a one-stop, web-based application for access to all Army civilian HR tools and applications. These applications allow personnel to create and track Request for Personnel Actions (RPAs) as well as query prevalent organization, employee and position data. The Staffing Suite is a set of tools used in the recruitment process to fill Army civilian personnel vacancies. The tools include functionality to post vacancies on the web, allow applicants to search for vacancies, provide the mechanism for applicants to create resumes online and submit them for consideration, create referrals and forward them with resumes electronically to managers and allow managers to select candidates online.

Furthermore, the Army Benefits Center-Civilians (ABC-C) has earned an outstanding reputation for supporting retiring civilians by providing automated benefits support and

personal benefits counseling. The ABC-C has greatly improved civilian retirement application processing times and ensured that employees contemplating retirement are provided consistent and accurate information. To further expedite the process, work has begun on developing an online retirement process rather than the current process that requires employees to mail in their retirement packages.

Civilian Forecasting and Analysis Systems

The civilian Workforce Analysis Support System (WASS) and the Civilian Forecasting System (CIVFORS) improvements have been fielded in phases over the past five years. The improvements have included the development of a web site focused on workforce revitalization needs based on identified targets, a capability for generating forecasts as designated by users for specific population groups, and up-front analyses and feedback to users on the feasibility of forecasts submitted for execution. The output from our tools have been used to integrate analyses and forecasting data into the development of staffing plans for recruitment as well as a number of other areas of importance to the HR community to include tracking the aging workforce and forecasting retirements and forecasts on mission-critical occupations. The planned improvements include the modularization of CIVFORS code to increase maintainability and reduce costs, increase accuracy, and provide back-end evaluation of model quality with feedback to users, access to turnover statistics with diagnostics on potential turnover problems, and build of an analysis and forecasting library for users.

Aging Civilian Workforce and Increased Retirements

The median age of the Army's civilian workforce still remains significantly older than the civilian labor force. Retirements have been steady and averaging at about 8,000 per year as predicted. The projected number of retirements is expected to decrease between FY08 and FY10 as the boomer retirement group moves out of the workforce. The biggest challenge for Army civilians will be the recruitment of experienced, qualified workers to fill behind the retiring boomer population. The competition for these workers is anticipated to be very keen. The Army's HR community is engaged in pursuing all available strategies to get ahead of the competition to include continuing to fight for sustaining intern funding, holding on to older workers, encouraging transfer of knowledge and using projected critical shortfalls in advance recruitment planning.

Civilian Leader Education, Training and Development

Implementation of the Strategic Army Workforce (SAW) concept has been paused pending implementation of the National Security Personnel System. Other Army civilian leader development efforts such as the Review of Education, Training, Assignments for Leaders (RETAL) and the establishment of a DA-wide Business Enterprise Solutions Trainee (BEST) and Fellows Program are now being worked as well as a pilot version of the SAW. In support of the Secretary of the Army's vision, the RETAL Task Force will recommend issues for continuity and change so that the Army can best train, develop and assign military and civilian leaders who are able to accomplish the missions required among the complexities and challenges the 21st century national security environment.

This will be accomplished by analyzing existing Army education, training and assignment policies and programs, and recommending modifications to provide for an optimal development continuum. Furthermore, the Army is establishing the DA BEST Intern Program and the DA Fellows Program. These programs, coupled with a modified SAW (should it prove feasible), will enhance our ability to recruit and retain a high-quality, mobile and multifunctional workforce for years to come, and will help us fill the bench with outstanding future civilian leaders. The proposed guidance establishes the framework for the programs and allows substantial flexibility and customizing by employers and Army Civilian Training, Education and Development System (ACTEDS) career programs alike.

Career Intern Program

The Army Career Intern Program assesses, educates and trains members of the Army's future civilian technical and professional workforce. Training consists of prescribed sequential and progressive formal classroom sessions and on-the-job developmental assignments. Upon completion, employees possess requisite skills, abilities and leadership competencies required to immediately fill critical Army workforce positions. The program, which has been in place for many decades, has grown and transformed with the ever-changing environment. Interns hired into the program in the 1970s and 1980s now make up the largest portion of Army senior civilian managers. Over 60 percent of interns who started with the Army currently remain as they near retirement age. Workforce planning indicates the program should have 4,000 intern graduates a year for the next 10 years to meet Army needs 15 to 20 years in the future—as well as provide journey-level workers in the interim. During the past two years, the program has been able to grow

the intern pipeline from an average intake of only 400 to 500 interns per year to about 800 of the 4,000 needed. Workforce planning continues to show that the program allows the Army to recruit and train interns who make their lifetime careers with the Army. These interns are provided training throughout their federal career, enabling them to grow into the next generation of senior executives and leaders of the Army. Future endeavors include enhancing the intern program to capture the elite and brightest applicants, along with providing the advanced training, education and skills that will provide maximum support to the war-fighter and a transforming Army.

Active Component End Strength

At the end of FY05, the Army's AC was slightly less than 493,000. The Army's transformation into a Modular Force and the continued state of national emergency necessitated the AC end strength increase to 502,400.

Manning the Force

The Army continues to implement a progressive and multifaceted personnel and unit stabilization system to overcome mission impeding personnel turbulence distractors. As the Army continues to conduct combat operations, it is transforming to a unit focused manning strategy. The Army's force stabilization policy increases unit readiness and deployability while reducing Soldier turbulence. This directly impacts units' ability to train, fight, win and return together from missions. Unit Focused Stability is setting the condition for the Army to build more deployable combat units. The Army will continue to be manned to achieve and maintain readiness, combat effectiveness, deployability and stability in support of Army priorities. However, the primary focus for all personnel resources is manning transition teams, deployed and

deploying forces. The Army will establish policies for the length, frequency of tours and number of deployments for the AC/RC. This will lead to a thorough force structure analysis that will result in recommended force structure adjustments, including the identified required adjustments to the AC/RC force mix. The Army continues to address the necessary refinements concerning the proper mix of manpower among the military, DA civilians and contract support requirements. This ongoing refinement process ensures that the Army clearly delineates core and non-core functions in the effort to outsource or privatize non-core functions. The metric for success for all actions will be the decrease of turmoil on units, Soldiers and families, resulting in increased combat readiness throughout the Army.

Force Stabilization

The driving concept behind Force Stabilization is to produce highly cohesive combat teams capable of increased operational effectiveness while decreasing turbulence and increasing predictability and stability for Soldiers and their families Army-wide. To achieve unit cohesion and higher operational capability in our combat units, the Army must (1) synchronize the assignments of large numbers of Soldiers with training and employment of units; (2) manage personnel gains and losses to reduce daily personnel turnover stemming from the individual replacement system; and (3) manage force modernization and force structure changes within the force stabilization concept. Force Stabilization is supported by two manning strategies: Stabilization and Unit Focused Stability.

Under the Stabilization strategy, all Soldiers stationed at CONUS installations are eligible to be stabilized at their current assigned post for longer periods and will be moved by Hu-

man Resources Command (HRC) based on three prioritized criteria: needs of the Army, leader development and individual preference. Although Soldiers in higher-density military occupational specialties (MOSs) and at larger installations are likely to be stabilized longer than those in lower-density MOSs or at smaller installations, all Soldiers can expect to be assigned to their posts for greater periods of time than a typical tour previously available. Stabilization meets the Army Chief of Staff's (CSA's) intent to stabilize Soldiers for longer periods and reduce PCS moves while offering Soldiers and families in CONUS predictability and stability in the unit and community.



Unit Focused Stability serves as a key enabler for unit rotations by synchronizing the assignment of Soldiers with the unit's operational time line. Unit Focused Stability is supported by two manning methods, cyclic and lifecycle manning, which are applied based on unit mission, operational requirements and the overall situation. Cyclic manning has been approved by the CSA as a method but not yet for implementation. Lifecycle manning has been approved by the CSA and will affect all maneuver BCTs. Army G-1 has established the lifecycle implementation schedule, in coordination with G-3, based on current and future operational deployment and redeployment time lines as well as the current modular transformation schedule. Currently, ten BCTs are under lifecycle management (LM) and

at least three more BCTs will undergo LM in FY06, with the goal of executing LM for all BCTs (except those in Korea and Germany) by FY11. Under the lifecycle management model, Soldier assignments to that unit are synchronized to its established 36-month period, or life cycle. Soldiers arrive, train and deploy together during the unit life cycle, providing commanders and Soldiers with a predictable environment where they will be able to build, train and sustain high-performing, cohesive teams. Lifecycle management will help reduce nondeployable problems because each Soldier's time line will be synchronized with the unit's life cycle and Soldiers will not PCS/ETS (unless ETS is due to chapter action) during the unit life cycle but at the end of it. Together, these strategies that support Force Stabilization will support the Combatant Commander with more deployable, combat-ready forces while also benefiting the Soldier and his family at home with enhanced stability and predictability.

Individual Ready Reserve (IRR) Management and Mobilization

The Individual Ready Reserve (IRR) has the potential to become a much greater asset for the Army. While its mission is to provide a pool of Soldiers who are "individually ready" for call up, in reality a majority of today's IRR members are either unaware of their service obligations or not qualified to perform further service. The global war on terrorism, the Iraq deployment, and other ongoing operations have all demonstrated that the IRR is critically necessary due to consistent manpower requirements. The immediate challenge is to reset and reinvigorate the IRR by providing the management tools necessary to implement large-scale change. On 30 November 2005, the Secretary of the Army approved a plan to transform the IRR. This plan outlines several initiatives geared towards creating a

reliable source of skilled manpower by redefining IRR eligibility, utilization and culture. The proposed transformation initiatives will be executed in a phased approach and include: (1) Individual Warrior Category: To enhance the viability and readiness of the IRR and develop an identity with increased esprit de corps for IRR members, the Army is creating a special category within the IRR for its ready and qualified IRR Soldiers. This special category will be called the Individual Warrior (IW) category. This is a cultural shift away from one amorphous group of individuals to create a cohesive group of Soldiers individually trained who are ready to augment Army missions when needed. Individual Warriors will be required to maintain a higher state of readiness by participating in virtual musters, attending annual readiness processing and, through managed training opportunities, maintaining proficiency in their military occupational specialty. This is the commitment required to retain their status in this new category and remain competitive for promotion; (2) Increase Expectation Management: The Army will develop and deliver an Expectation Management briefing and Obligation Confirmation Checklist for all Soldiers at initial enlistment and a RC orientation briefing for all transitioning Soldiers. Variable enlistment length contracts will specify the number of years and status (active duty/selected reserve/IRR) in which an individual is required to serve out his or her eight-year military service obligation (MSO); (3) Control the Population: The Army is conducting a systematic screening of the current IRR population to reconcile records and identify non-mobilization assets. If actions cannot be taken to rectify a Soldiers' nondeployable status, then disqualified Soldiers will be identified and recommended for separation. This effort will aid in establishing realistic readiness reporting. The Army will also implement control mechanisms to assess incoming data in order to manage ongoing

reconciliation and improve data integrity; (4) Implement a Screening and Training Program: The Army will institute a screening and training program that aligns with the Army Force Generation (ARFORGEN) model. The Army will screen approximately 20,000 Soldiers annually; programmed training (military occupational specialty refresher and/or reclassification training) is dependent on needs of the Army. Soldiers can request through their career managers additional training to include annual training (AT) or professional development training in order to remain eligible for promotion. As the Army continues to transform to meet ever-changing global challenges, it must simultaneously evolve more meaningful ways for great American citizens who join the Army to continue to serve in a Ready Reserve status that is credible, relevant and enhancing to the individual's willingness and ability to serve.

Army Recruiting and Retention

Army recruiting continues to be the critical foundation for providing quality forces supporting unit readiness and fighting the global war on terrorism. Significant initiatives to modernize the supporting information systems for this critical mission are ongoing. This is enabling the entire accession process to be shaped to provide the right Soldier, in the right MOS, to the right unit, at the right time. Army recruiters must have the ability to show detailed information on the full range of job opportunities, duty locations, training availability and incentives to applicants. This information must be available at anytime and anywhere the recruiter is working. By web enabling the recruiting systems, the Army is expanding the capability to provide this individualized counseling beyond the Military Enlistment Processing Stations (MEPS), and directly to 18,000 regular, Reserve and National Guard (NG) recruiters. Additional web-enabling



initiatives are underway to allow interested civilians to query Army job opportunities that would interest them, their friends or family members, without the immediate or direct assistance of an Army recruiter. As these highly visible modernization activities are ongoing, the technical infrastructure must be upgraded to meet the demanding user response requirements and to maintain compatibility with modern operating systems and security requirements. Technical improvements are reducing software license and system maintenance costs by integrating and leveraging cross-command platforms, utilizing enterprise licenses, reducing the numbers of proprietary middleware components, and moving to open standards. To maintain the high pace of the recruiting mission, it is imperative that the supporting systems provide high levels of availability, even in the midst of natural or terrorist disasters. By fully utilizing cross-command assets and modern computing technologies, the recruiting systems are hardened and tested to provide fail-over protection, assuring continuity of operations from separate Midwest and East Coast facilities. The Army will continue to improve the accession process, modernize systems to return uniformed recruiter spaces to the Army, and ensure we continue to attract the quality and quantity of Soldiers needed for our future force.

The Army retention program continues to be the unit commander's program for maintaining unit readiness and stability. It is mission critical to provide worldwide access to deployed and CONUS units to match the needs, wants and desires of individual Soldiers with changing Army needs. Army unit strength and Soldier reenlistment policies and incentives are constantly being updated. Updates such as stop-loss, reenlistment bonus criteria, changes to MOS, training availability and unit position vacancies (U.S. Army Reserve (USAR) and NG) must accurately replicate throughout the Army systems, and be immediately available to unit commanders and Soldiers within the reenlistment eligibility window. The Army retention systems provide commanders, Soldiers and career counselors with the information and automated systems to increase unit readiness and effectiveness by retaining our highly trained Soldiers and aligning them with critical wartime unit vacancies. Retention system modernization is enhancing functionality, reducing maintenance costs, extending reach to deployed units via web technologies, and hardening systems against system, facility and infrastructure failures. These modernization efforts will greatly enhance the ability of the Army to maximize investments in our Soldiers and maintain unit readiness.

Continuum of Service (COS)

The Army will institutionalize personnel support for a lifetime of service. The key reason is flexibility in support of modular and tailorable forces. This includes formalizing the concept of "continuum of service" supporting fluid, progressive movement across Army components, including civilians and retirees, based on the needs of the Army and the individual. The COS program, jointly led by the Army G-1 and the Assistant Secretary of the Army (Manpower and Reserve Affairs) will en-

able the Army to meet operational readiness requirements by supporting requirements of the total Army team and will promote acquisition and maintenance of high-technology and other needed skills. Its focus will be recruiting, retention and transition/integration, and has an overall mission of maximizing human capital development for the Army.

New initiatives such as the "blue to green" program to transfer qualified U.S. Air Force (USAF) and U.S. Navy (USN) personnel downsized by their Service to the Army, and the 09L Arabic Translator Aide program are bringing needed skills to the Army and improving operational capabilities. Incentives will be developed and instituted to reward voluntary returns to active duty if needed after retirement from a traditional career of service. Personnel lifecycle management policies will allow all Soldiers to share flexibility in career management.

Changes in the operational environment are driving other COS initiatives. The RC is undergoing a new force generation that will enhance their operational readiness for the global war on terrorism. RC units will generally face a rotation of one year in a cycle of six years. The IRR is to be revamped and streamlined into a force of trained individuals associated with troop program units and more prepared for contingencies. Further, several thousand nonmilitary essential authorizations are to be civilianized through 2009 and systems put in place to retain qualified Soldiers who are departing active duty to fill those positions. COS is developing a new paradigm in personnel management to provide more flexibility in creating needed joint and expeditionary capabilities.

Compensation and Entitlements

The Army strongly supports maintaining an equitable and effective compensation package. A strong benefits package is essential to recruit and retain the quality and dedicated Soldiers necessary to execute the National Military Strategy. In recent years, the Administration and Congress have supported compensation and entitlements programs as a foundation of Soldier well-being. An effective compensation package is critical to efforts in the global war on terrorism as we transition to a more joint, expeditionary, unit-centered and cohesive force. The FY06 President's Budget continued to provide pay raises at Employment Cost Index plus 0.5 percent, which helps make the Army more competitive with the civilian sector. This equates to 3.1 percent for FY06.



The Army continues to improve housing opportunities for our Soldiers by eliminating average out-of-pocket housing costs by 2005, as reflected in the Basic Allowance for Housing program. This initiative improves the well-being of our Soldiers and families and contributes to a ready force by enhancing morale and retention.

The Army has undertaken a number of initiatives to provide special compensation for our Soldiers who serve their country under hazardous conditions, and we continue to

look for ways to compensate our Soldiers for the hardships they and their families endure during time of war. In addition to supporting increases in hostile fire pay and family separation allowance, the Army has implemented numerous programs to encourage volunteerism while simultaneously improving unit readiness. The Army makes maximum use of assignment incentive pay to provide Soldiers the opportunity to serve in a variety of assignments. We will continue to emphasize fair and equitable compensation and benefits for our Soldiers and their families and develop new programs to address the dynamic environment of a transforming Army.

Likewise, we recognize the importance of providing competitive compensation for our 250,000+ civilian employees. A number of recruitment incentives and bonuses have been implemented to ensure that the Army continues to attract and retain highly qualified candidates. Full implementation of the National Security Personnel System will also increase compensation flexibility, allowing the Army to attract and retain the best and brightest.

The Army proposed and is currently implementing a waiver of the premium pay caps for civilian employees deployed in support the OEF and OIF. In addition, the Army initiated the Deployment Temporary Change of Station (DTCS) legislative proposal for Army civilians deployed to contingency areas. The legislation would standardize DOD civilian deployments with military deployments and would provide DOD civilians with logistical support entitlements not currently provided.

eArmyU

This award-winning online program revolutionizes education by eliminating barriers to post-secondary opportunity by providing anytime,

anywhere academic access across the Army. Initially fielded at Fort Campbell, Fort Hood and Fort Benning, more than 62,000 Soldiers have enrolled in eArmyU. More than 27,040 Soldiers have transitioned from post to post seamlessly accessing 148 degree programs at 29 regionally accredited colleges and universities. All eligible Soldiers receive tuition assistance, up to the established semester hour cap and ceiling, books, fees, an internet service provider account, an e-mail account, eArmyU “boot camp” tutorial, online academic tutoring and 24/7 help desk and technology support. Certain ranks of enlisted Soldiers may be eligible to receive an eArmyU laptop to complete their studies. Access to the cutting-edge eArmyU program is available to all eligible active duty enlisted, officers and active, Guard and Reserve Soldiers Army wide. Through eArmyU, all eligible Soldiers have an online capability to earn a degree without regard to duty hours, deployment schedule, or family issues.

Centralized Tuition Assistance Management (CTAM)

The Army Continuing Education System (ACES) has begun a two-phase project to automate and modernize business processes and provide Soldiers with virtual access on tuition assistance (TA) benefits anytime, anywhere. Phase A of this initiative began 1 October 2005 with the implementation of a centralized invoice process resulting in a more streamlined method for academic institutions to receive invoice payments. The second phase, scheduled for release on 1 April 2006, will allow Soldiers to request TA online and enroll in classes virtually through the GoArmyEd portal. The primary advantage to Army will be greater visibility and improved accuracy in management of TA dollars while providing Soldiers equal, 24/7 access to TA, irrespective of geographic location. CTAM

will leverage the eArmyU business processes and is the first step toward implementing an ACES enterprise architecture.

Army Selection Board System (ASBS)

The Army Selection Board System (ASBS) is a fully operational, automated tool used by the U.S. Army HR and the Secretariat for Department of the Army Selection Boards to prepare, view and cast votes to candidates' files appearing before active duty officer promotion, command and school selection boards. It takes information once viewed in hard copy and microfiche and displays that information on computer screens. ASBS significantly improves the quality of documents viewed and streamlines the preparation of files and the selection process. ASBS was also used in the development of My Board File (MBF).

My Board File

My Board File is fully operational and is in use by the Army HRC to provide Soldier candidates the ability to validate and verify their board selection files online. Electronic certification replaces the requirement for signed Officer Record Briefs (ORBs)/Enlisted Record Briefs (ERBs). My Board File assists in providing quality files going before the U.S. Army Human Resources Command and the Secretariat for Department of the Army Selection Boards. My Board File is further being developed to provide a report mechanism for commanders and key personnel identifying Soldiers in their unit who have reviewed their board files. Future initiatives include an AKO interface to allow for a single entry point to choose or decline command preferences.

Army Well-Being

Providing for the well-being and quality of life of the Army family is a fundamental leadership obligation. Army Well-Being (AWB) holistically integrates and continuously assesses services and programs which provide for the needs of its people and supports senior leaders in determining priorities in support of their joint warfighting human capabilities requirement. Well-being programs and processes enable leaders to care for their Soldiers and families by balancing Army needs with individual needs.

The objective of AWB is to strengthen the **mental, physical, spiritual** and **material** condition of each Soldier, civilian and family. Through focused programs, services and initiatives the Army enables its people to achieve their individual goals while increasing and strengthening their collective preparedness. This ensures a prepared land power force in a constantly changing and transforming Army.

Consistent with these messages, AWB is now a component of the Army's Strategic Management System, identified as "Caring for Soldiers, Civilians and Families." Under that heading, we focus on lines of operation that support the overall well-being and quality of life of the Army's people. The areas in which we focus are:

- **Pay and Compensation.** Competitive compensation, complemented with financial training and programs to assist individuals in achieving their personal financial aspirations.
- **Health Care.** Quality, accessible, cost-effective health care services that promote healthy Army lifestyles, disease and injury prevention.
- **Housing and Work Environment.** The Army must establish and maintain an environment characterized by productive workplaces and quality, affordable housing for single Soldiers and Army families.
- **Family Support.** An environment that develops resilient Army families, connects families to the Army, and creates opportunities for family members to pursue employment and career opportunities.
- **Education and Development.** A system that promotes continuous personal and professional learning and development, provides sufficient educational opportunities for Soldiers and civilians, and addresses the unique individual needs of military family member students.
- **Cohesion.** Services and programs that contribute to cohesive units by building esprit, improving the welfare of Soldiers, civilians, and their families, and providing access to a wide spectrum of recreational activities that enhance individual developments.

Special Interest Initiatives (to include new programs, concept plans, etc., as they develop) AWB uses these interest areas to look holistically across the Army and to strategically assess how well the Army is taking care of its people. Though the well-being of our people happens in every community across the entire spectrum of the Army, our commitment to those who serve is evident: We must provide for the well-being and quality of life commensurate with the outstanding quality of service provided by our people. Additional information on Army Well-Being may be found at <http://www.armywellbeing.org>.

U.S. Army Wounded Warrior Program (AW2)

On 30 April 2004, the DA introduced the Disabled Soldier Support System (DS3). The program was redesignated the Army Wounded Warrior (AW2) program on 6 November 2005 to embody the Warrior Ethos. This program provides severely disabled Soldiers and their families with a system of advocacy and follow-up with personal support to assist them as they transition from military service to the civilian community. The AW2 program incorporates and integrates existing programs to provide holistic support services for our severely disabled Soldiers and their families throughout their phased progression from initial casualty notification to their return to home station and final destination. In addition, it is a system to track and monitor severely disabled Soldiers for a period of time beyond their medical retirement in order to provide appropriate assistance through an array of existing service providers. The program facilitates communication and coordination between severely disabled Soldiers and their families as well as pertinent local, federal and national agencies and organizations such as the Department of Veteran of Affairs, Department of Labor and



many veterans' service organizations (VSOs). The Army's goal is for the AW2 program to work in concert with other key organizations to ensure our severely disabled Soldiers and their families are given the care, support and assistance they so rightly deserve for their selfless service and sacrifice to our nation. Soldiers and family members can learn more about the AW2 program by calling toll free, 1-800-833-6622, or by visiting the program's web site at <http://www.ArmyDS3.org>.

Army Mentorship

The Army's new mentorship strategy, "Leaving a legacy through mentorship" and corresponding AKO mentorship community aim to reemphasize and reinvigorate mentorship throughout the Army. The definition of mentorship for the Army is, "the voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect." The focus of the Army's mentorship strategy is on mentorship beyond the chain of command. This strategy addresses all Army constituents (AC/RC Soldiers, DA civilians, spouses, retirees, veterans, cadets and contractors who have access to AKO). It provides on-line resources (AKO Mentorship Community [under Site Map, Army Organizations, Personnel, Mentorship]) easily accessible at <http://www.armyg1.army.mil/hr/MRC.asp>. Specifically, it provides over 125 tailored mentorship forums (for group mentorship) and a searchable mentorship profile server that enables individuals to search (by rank, race, gender, career field, duty location, etc.) for their own one-on-one mentor. The server currently hosts 518 registered users and 228 mentorship profiles (as of 5 December 2005).



Deployment Cycle Support (DCS) Program

The Army continues to execute the Deployment Cycle Support (DCS) to ensure Soldiers and families are better prepared and sustained throughout the deployment cycle. DCS provides means to identify Soldiers and families who need assistance with the challenges inherent in the deployment cycle; reintroduce Army personnel into preconflict environments; and facilitate reconstitution of Soldiers, DA civilians, families and the force. All levels of the chain of command must be involved to ensure DCS tasks are accomplished and documented for all Soldiers, including Army personnel deploying or deployed with other services.

Currently, the DCS process is conducted for three phases: redeployment, post-deployment and reconstitution. The redeployment phase occurs in theater for Soldiers and DA civilians with family members receiving reintegration training at home station. The post-deployment phase begins at home station for the AC and demobilization station for the RC. The reconstitution phase is conducted at home station for both AC and RC approximately 90 days after the redeployment. RC Soldiers who are released from active duty (REFRAD) are not required to attend drill for 60 days from their REFRAD date. Once they return to drilling status, they undergo the reconstitution phase.

Training tools outlined in the DCS Directive are available on the DCS web site at <http://www.armyg1.army.mil/hr/dcs.asp> to assist units and commanders with accomplishing DCS tasks. DCS will continue to evolve as elements affecting the human dimension of readiness are refined. The immediate way ahead is to develop a holistic DCS process encompassing all phases of the deployment

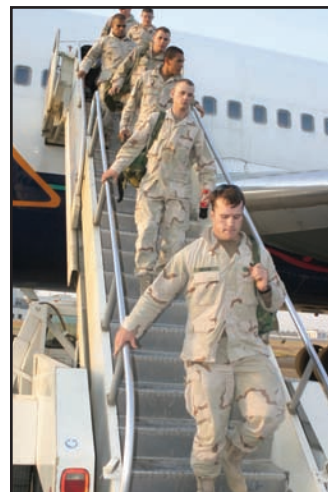
cycle to better prepare our total Army family for future operations.

To further assist Soldiers, DA civilians and family members, Military OneSource (MOS) (<http://www.militaryonesource.com>) a 24/7 toll-free phone line, provides information and referrals to include six face-to-face counseling sessions and crisis education materials. It is available to all AC, RC and deployed Soldiers, DA civilians and their families. The stateside number is 1-800-342-9647 and international number is 800-3429-6477.

On 10 March 2005, the Assistant Secretary of Defense for Health Affairs directed an extension of the current post-deployment health reassessment (PDHRA) of global health with a specific emphasis on mental health, three to six months into post-deployment. Recent field research indicates that health concerns, particularly those involving mental health, are more frequently identified several months following return from an operational deployment. The PDHRA screening process will ensure early identification and treatment of emerging mental health and other deployment-related health concerns.

Rest and Recuperation Program

On 23 September 2003, the Under Secretary of Defense, Personnel and Readiness (USD (P&R)) approved a Rest and Recuperation (R&R) Leave Program for personnel serving in the U.S. Central Command (USCENTCOM) area of responsibility (AOR) in support of OIF. USCENT-



COM also authorized personnel four days of off-duty “pass” to R&R locations throughout the theater in the Rest and Recuperation Pass Program. The R&R pass and leave programs are separate, yet complementary, programs. The underlying assumption is that rest and recuperation opportunities are vital to maintaining combat readiness and capability when units are deployed and engaged in intense, sustained operations. These opportunities increase operational effectiveness as the effects of prolonged combat stress and family separation are mitigated.

On September 25, 2003, USCENTCOM initiated the R&R Leave Program for all active and reserve component service members and DOD civilians deployed on 12-month tours of duty. The R&R Leave Program provides eligible individuals two weeks of chargeable leave between their third and 11th month in theater.

On 29 September 2003, OSD designated the Army as the Executive Agent (EA) for the USCENTCOM AOR R&R Leave Program in the areas of policy, programming and budget. OSD also approved the designation of three additional aerial ports of debarkation (APODs): Atlanta, Dallas/Fort Worth and Los Angeles. Effective 19 December 2003, OSD implemented fully funded onward travel for R&R leave participants, in which they receive round-trip tickets from the AOR to the commercial airport nearest their leave destinations.

On 21 June 2004, OSD implemented retroactive reimbursement, whereby approximately 40,000 service members who traveled on R&R leave during the period 25 September through 18 December 2003, could be reimbursed for their travel expenses. As of 5 January 2006, Defense Finance and Accounting

Service (DFAS) has paid \$779,389 for 3,623 claims for reimbursement.

Operational requirements and service member preference are factors in determining which individuals participate in the R&R Leave Program at a given time. Prior to their departure for R&R leave, commanders conduct briefings with participants that include modified deployment cycle support tasks such as risk assessment, medical, reunion/reintegration and suicide prevention. Tasks at the gateways include customs screening and finalizing onward travel arrangements to facilitate individual R&R leave plans.

The program reached a milestone on 26 August 2004 with the 100,000th R&R participant, and the 250,000th R&R participant milestone was reached on 22 August 2005. As of 25 January 2006, the program had provided R&R leave opportunities for over 300,000 participants.

Army Retirement Services



Established to ensure that Soldiers and family members are provided the very best advice in preparation for retirement and to further ensure that retired Soldiers and their families or survivors are taken care of in their post retirement years, Army Retirement Services provides policy oversight and frequent

guidance to the installation Army Retirement Services offices worldwide. To support more retiring and retired Soldiers and families with smaller installation retirement services staffs, the Retirement Services Program uses web-enabled tools. Soldiers and family members can start preparing for retirement through the Army Retirement Services' homepage at <http://www.armyg1.army.mil/retire>. Further, the law dictates that the Survivor Benefit Plan (SBP), authorized by Congress in 1972, be publicized and managed by properly trained counselors at installation level. Recent changes in law that affect active duty deaths make it even more important that SBP counseling is delivered at installation level. The 2005 National Defense Authorization Act (NDAA) improved the SBP annuity structure and directed conduct of an open enrollment period. This made regular communication with retired Soldiers and families both at the HQDA and installation levels even more vital. HQDA promulgates such information through *Army Echoes*, the official bulletin for the retired Soldier, and the Retirement Services web site. In addition, each Army installation is required by *Army Regulation 600-8-7, Retirement Services Program*, to host a Retiree Appreciation Day annually, both to honor and serve those who have served and to provide them with updates on a myriad of topics.

AR 600-8-7 also stipulates that HQDA periodically publish *Army Echoes* to keep retirees and their families informed of any changes to laws, procedures and policies, and to furnish them a wide variety of helpful information on what the Army can do for them and what they can do for the Army. As the Army's retired and annuitant population approaches the one million mark, it is vital to be able to flow information to all parts of our personnel base. In addition to publishing *Army Echoes* three times per year and, in an effort to make information more accessible and cost efficient,

Army Retirement Services uses its web page to electronically provide updates to retired Soldiers on a regular basis. These updates include electronic copies of *Army Echoes* and a frequently updated current news section. Thus far, over 8,000 retired Soldiers have volunteered to receive *Army Echoes* by e-mail in lieu of receiving hard copy mail mailings.

Army Retirement Services also supports the 14-member CSA Retiree Council that meets each April for one week. That meeting is followed by a mid-year update to the CSA each October. This formal report, briefed to the CSA at the close of the April meeting, is available at <http://www.armyg1.army.mil/rso/retireecouncil.asp>.

On 14 November 2005, the Army marked the 50th anniversary of the Army Retirement Services program. Without question, Army Retirement Services, both at HQDA and at the installation level, remains a vital part of the personnel life cycle and must be maintained as a part of the modernization of our Army.

Army Career Alumni Program (ACAP)

An integral element of the Army personnel life cycle, the ACAP is the Army's comprehensive transition program for Soldiers, DA civilians and their family members. The program includes pre-separation counseling, benefits counseling, job search training and employment assistance. Federal law requires the Services to provide transitioning service members with pre-separation counseling no later than 90 days prior to separation or retirement date, inform them about the Verification of Military Experience and Training (VMET) document and establish permanent employment assistance centers. ACAP partners with internal Army service providers as well as the Departments of Defense, Labor and Veterans Affairs to offer the best possible transition services available.

The ACAP web site at (<http://www.acap.army.mil>) provides information on the location of the 53 ACAP centers, types of services offered by each center, listing of ACAP job fairs and job opportunities posted by private sector employers and federal and state agencies.

ACAP also supports mobilized RC Soldiers by delivering the mandatory pre-separation counseling and follow-on services at the time of demobilization.

ACAP makes a difference to Soldiers, not only those who use the program, but those who continue to serve in the Army. Knowing that ACAP will be available to them when it is their turn to leave, serving Soldiers are more dedicated to the Army as a result of the positive effect the program has on their departing fellow Soldiers. ACAP has a strong linkage with the Army's recruiting program by providing a reassurance to potential recruits and families that the Army takes care of their sons and daughters when they have finished serving their country. ACAP is relevant and good for all who serve in our Army.

Army Center for Substance Abuse Programs (ACSAP)

The ACSAP has developed and promulgated the Risk Reduction Program (RRP) to assess the level of high-risk behaviors Soldiers are exhibiting in the form of substance abuse, suicide, spousal/child abuse, AWOL, crimes against persons/property, driving while intoxicated, injuries/accidents, sexually transmitted diseases and financial indebtedness. The RRP is a very efficient way of providing commanders data and information about high-risk behavioral problems in their units. Once high-risk issues are identified, commanders may request installation resources to assist in reducing or preventing future high-risk behaviors. The program focuses on effective

use of installation resources and coordinated efforts between commanders and installation agencies to implement effective interventions. Because the RRP integrates information and installation human services program efforts, it is an important support system for the Army well-being initiative. RRP has also been incorporated into the Deployment Cycle Support program. Because of the program's popularity and success with senior mission commanders, the RRP will become a formal and mandatory program in FY06. When fully implemented, the RRP will directly contribute to Force Stabilization by enhancing Soldier personal readiness and reducing first-term attrition.

Equal Opportunity Program

The Equal Opportunity (EO) Program formulates, directs and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness and capability in support of readiness. Commanders are responsible for sustaining a positive command climate within their units that fosters unit cohesion. The guidance for this program is found in *AR 600-20, Army Command Policy*, Chapters 6 and 7. Further information on training, directives and DOD EO events and special observances can be found at <http://www.armyg1.army.mil/eo/default.asp>.

The goals of the EO program are to provide EO for military personnel and family members on and off the installation within the limits of the laws of localities, states and host nations; create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty and shared sacrifice of the men and women of America's Army; provide EO and fair treatment for military personnel, family members and DA civilians without regard to race, color,

gender, religion or national origin; and provide an environment free from unlawful discrimination and offensive behavior.

Sexual Assault Prevention and Response (SAPR) Program

The Army developed a victim-centered Sexual Assault Prevention and Response (SAPR) program that reinforces the Army's commitment to eliminate incidents of sexual assault and respond to those that are reported through a comprehensive approach that centers on awareness and prevention, training and education, victim advocacy, response, reporting and follow-up. The implementing guidance for this program is found in *AR 600-20, Army Command Policy*. The program promotes sensitive care and confidential reporting for victims of sexual assault and accountability for those who commit these crimes. Victim advocacy is the centerpiece of the Army's program. It includes a restricted reporting option that allows a victim to confidentially disclose details of an assault to specifically identified individuals and to receive medical treatment and counseling without triggering the official investigative process. The Army's program also includes expanded response services and guidelines for establishing and conducting monthly Sexual Assault Review Boards (SARB) in garrison and in theater. Under the Army's program, a victim's use of advocacy services is optional; however, commanders must ensure that victims have access to a well-coordinated, highly responsive sexual assault victim advocacy program that is available 24 hours per day, 7 days per week, in both garrison and deployed environments. There are three types of advocacy services in garrison: the installation Sexual Assault Response Coordinator (SARC), Installation Victim Advocate (IVA) and Unit Victim Advocates (UVA). The SARC is responsible for coordinating local implementation of the

program. The IVA works directly with the SARC, UVAs and other installation response agencies to provide direct assistance to victims. The UVAs are Soldiers or government civilians assigned at battalion or higher levels who are trained to provide victim advocacy as needed. Two types of advocacy services exist in deployed environments: the deployable SARCs (DSARCs) and UVAs. The DSARCs are Soldiers or government civilians who are trained and responsible for coordinating the SAPR program in a particular area of the deployed theater. Generally, DSARCs are assigned at brigade or higher headquarters. The UVAs assist the DSARC; they are Soldiers or government civilians trained to provide victim advocacy at battalion-level units in a theater of operations. The Army developed an extensive, progressive and sequential training program that has specific key roles and responsibilities for Soldiers, leaders, policy makers and responders. This training supports an aggressive prevention and response program, ensuring victims of sexual assaults are protected, treated with dignity and respect, and provided support, advocacy and care. The Army strongly supports effective command, law enforcement and criminal justice activities that will maximize accountability and prosecution of sexual assault perpetrators.

Army policy promotes sensitive care for victims of sexual assault and accountability for those who commit these crimes. Specifically, the goals of the SAPR program are to:

- Create a climate that will prevent sexual assault in the Army
- Create a climate that will encourage victims to report incidents of sexual assault without fear of reprisal

- Establish sexual assault training and awareness programs to educate Soldiers and leaders
- Ensure the sensitive, confidential and comprehensive treatment of victims
- Ensure leaders understand their roles and responsibilities in response to sexual assaults and thoroughly investigating allegations of sexual assault

MANPRINT Program

Tomorrow's battlefield will be a complex environment filled with new equipment and technologies. Real battlefield effectiveness results from a good match between the people who operate and maintain the equipment and the equipment itself. At the heart of the Army Vision are well-trained Soldiers, using state-of-the-art equipment to win wars. The Army's program to ensure that Soldier issues are key considerations in system design, development and acquisition is called MANPRINT. The objectives of MANPRINT are to (1) optimize both the quantity and quality of the personnel needed for systems; (2) design systems that are easily usable by Soldiers, safe to operate, cause no unnecessary health problems and maximize Soldier survivability; and (3) ensure acceptable trade-offs are made among performance, design and Soldier issues.



MANPRINT's Strategic Value to the Army

The MANPRINT process employs task and functional analyses and modeling to best determine personnel efficiency in operating and maintaining systems. The analyses—matched with the relevant personnel attributes and well-planned training—yield optimal manpower allocations per system. Because early design decisions are so critical to lifecycle costs, MANPRINT must be employed early in a system's developmental cycle to maximize out-year operational and support savings. The continual improvement in MANPRINT techniques and tools relies on adequate funding of additional Soldier-oriented research and development. As we continue to push the envelope for battlefield dominance through technology advancements and innovations, we must ensure that the Soldier remains the centerpiece of our formation.

U.S. Army Research Institute for the Behavioral and Social Sciences (ARI)

ARI's mission is to maximize individual and unit performance and readiness to meet Army operational requirements through research in the behavioral and social sciences. Our program in personnel, training and leader development research covers the total life cycle of the Soldier and provides the foundation to select, assign, promote and retain the highest quality Soldiers; train and develop them to keep pace with technology and changing mission demands; and quickly develop leaders with the conceptual and interpersonal skills to lead the future force.

Future ARI research in personnel will improve officer accession and retention policy, improve enlisted attrition management, recommend future Soldier selection and classification systems and support future Unit Focused

Stabilization. In training, ARI's future research will develop prototype methods and tools to train battle commanders to effectively operate in network-enabled environments; provide methods that will enable and leverage the potential of simulation, and virtual and game environments for maximum training benefit; and develop techniques to provide more effective and timely feedback, coaching and mission rehearsal. Future ARI leader research is developing tools that can be used to develop the fundamental skills (critical thinking, interpersonal relationships and self-awareness) that leaders need to be adaptable and flexible. These tools are teaching leaders how to think; not what to think. In addition, research is focusing on methods and techniques to speed the process of leader development so junior leaders can be better prepared to handle the requirements and situations they face now in the operational environment, and stay well prepared as the pace and requirements of fighting future missions unfold. The rapid operational tempo, internal transformational changes and technology insertions

going on now and envisioned for the future will challenge Soldiers and leaders physically and mentally. This will require the Army to maximize their human capabilities—ARI is performing the research to help them do that and to remain trained, ready and relevant.

Conclusion

To remain relevant and ready, today and tomorrow, the Army must continue to recruit and retain the right Soldiers and civilians, processes that support a lifetime of service, and ensure the human dimension is considered in the development of new systems and equipment. Of utmost importance, we must stay focused on supporting commanders in the field by ensuring they have the right people with the right skills in the right place at the right time and the personnel systems to enhance warfighting capability and agility. Ultimately, the success of transformation will be realized only if the personnel community remains alert to the current and future needs of our most valuable asset—People.